



Summary of SFA University/TDC Visit to Accenture Corporate University on April 25, 2001

May 23, 2001

Agenda

- Overview
- Learning Strategy and Culture
- Shift from Learning to Performance
- Training Operations
- eLearning and Knowledge Management

Overview

Accenture Overview

“Accenture is the world's leading provider of management and technology consulting services and solutions. More than 70,000 professionals in 46 countries deliver a wide range of specialized capabilities through service lines to clients across all industries. The firm brings an expanded range of solutions and services to clients through its network of businesses, including consulting and outsourcing business, operating companies, alliances and investments in ventures that employ innovative new technologies and business models.”

Visit to Accenture Corporate University

SFA University and TDC visited the Accenture corporate university in St. Charles, IL to review and apply industry best practices related to corporate universities, training operations and performance development.

Learning is Critical to Accenture's Strategy

Bold Growth

- ✓ Increased responsiveness to market demands
- ✓ Speed to market in the development and deployment of solutions

Great Place to Work

- ✓ Access to information, products and services to support personalized growth and development
- ✓ Implementation of continuous learning environment

Operational Excellence

- ✓ Reduced administrative, training (development and delivery), and infrastructure costs
- ✓ Streamlined processes and reporting across firm-wide organizational units
- ✓ Consistent operating models (for training, methods and tools) within firm

A learning culture goes beyond simply preparing individuals for tasks.

For our Clients

- Deep capabilities, in multiple disciplines (industry and competency)
- A globally integrated workforce, with a common culture/language

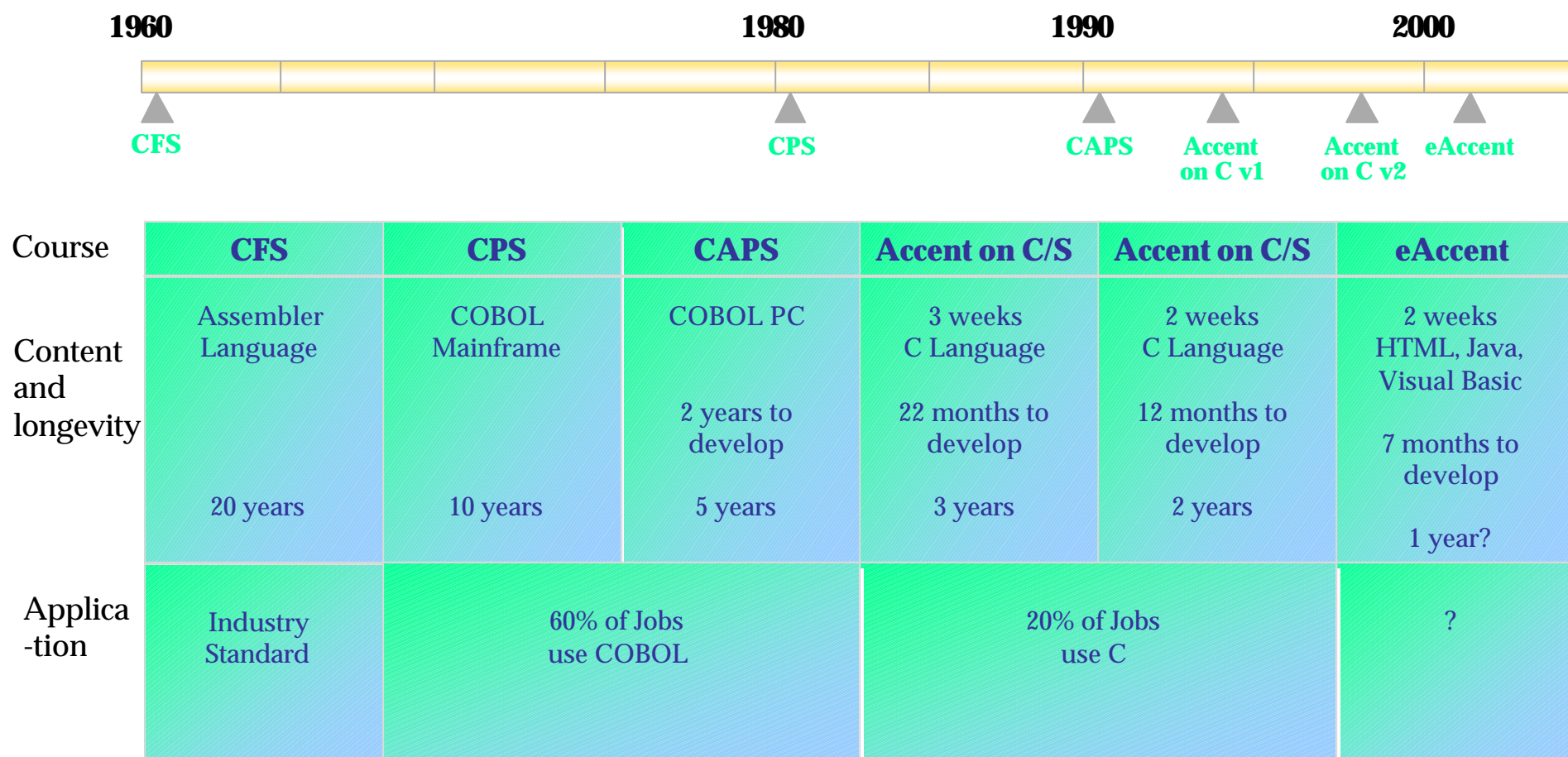
For Accenture Employees

- Continuous learning is a significant part of our culture
- Training has been and continues to be one of the primary reasons people join and stay with the firm

For Accenture

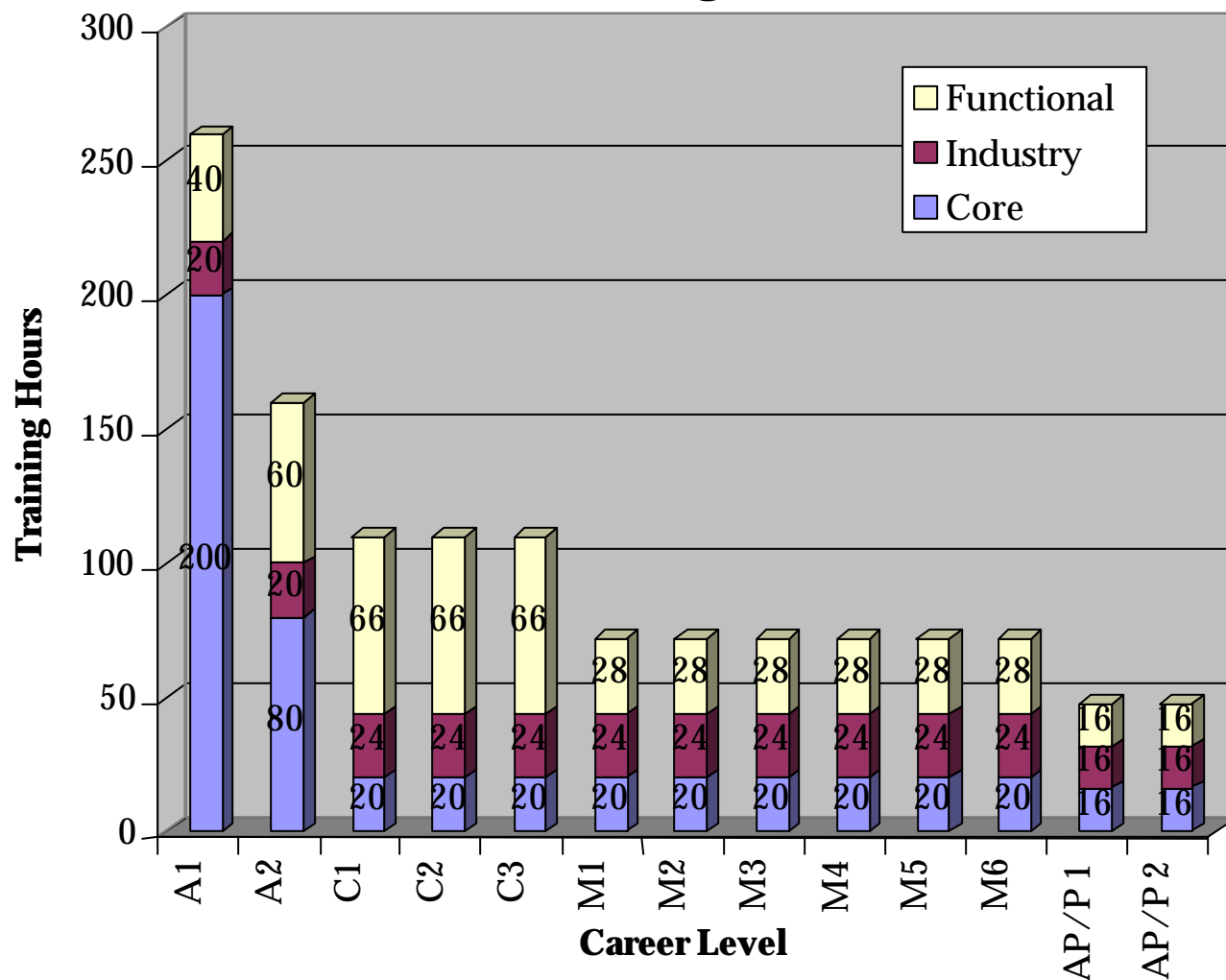
- Our people are the “Assets” of the firm
- Training is one of the key engines that sustains our capability over time

Our fundamental challenge is that our learning requirements are becoming more disparate and are changing more rapidly and unpredictably than ever.

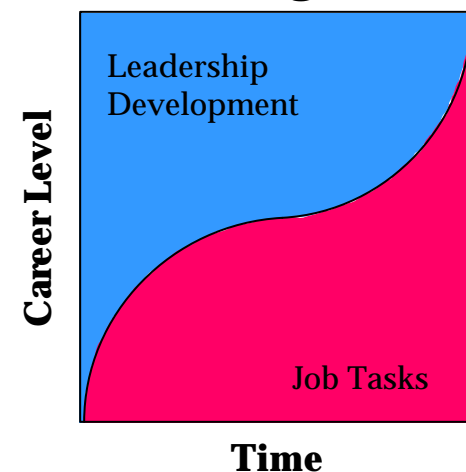


We needed to accommodate an integrated and changing mix of skills throughout our people's careers.

“Learning Tracks”



Training Focus



Why Develop a New Learning Model?

- Evolving business and capability demands
- Growing number of skill and knowledge areas
 - Train fewer people across more subjects
- Reduced shelf life and predictability of learning content
- New training constituencies (e.g. alliances)
- Technology enabling new means for delivering content
 - e.g. Need for client-site learning delivery
- Need to significantly reduce total system cost of training
- Need improved information regarding training utilization and effectiveness
- Evolution of *Experience Economy*

We needed to fundamentally shift the way we support knowledge and skill building among our professionals.

From	To
■ Top-down, paternalistic, centralized with mediated access	■ Simple, user-driven access, flexible
■ Smaller numbers of assets each targeting larger numbers of people (e.g., training for thousands)	■ Larger number of assets each targeting smaller numbers of people (e.g., training for hundreds)
■ Just-in-case	■ Just-in-time, point-of-need
■ Accenture develops most content and infrastructure	■ Source best available content, products and resources - internal or external
■ Focus on classroom-based training	■ Broad landscape of learning offerings and delivery vehicles
■ Long planning and decision cycles	■ Adaptive, responsive, and coordinated planning and execution
■ Measurement of course participant satisfaction	■ Measurement of learning program value (costs vs impact), management of lifecycle
■ Measurement/monitoring of cost	■ Measurement/monitoring of value/investment

Facilitating this strategic shift from learning to performance, requires more than the development of new training

STRATEGY

Creating value through the aggregation of products and product information to meet individual needs.

CULTURE

Putting the engagement team in the center.

ORGANIZATION

Increased emphasis on ownership, accountability and integration among the extended learning organization.

PROCESS

Centralized processes for those functions for which discrete units do not require a unique perspective (e.g., performance reporting, needs assessment) and distributed processes for those functions which require a unique perspective (e.g., curriculum decisions, delivery budgeting, etc.)

COMPETENCY

Core competence around the collection, management and sharing of information regarding learning requirements, needs and solutions.

APPLICATIONS

Common tracking and management applications to enable better sharing and reuse of assets.

FACILITIES AND LAYOUT

Common technical architecture and delivery infrastructures provide economies of scale and increased speed for development and delivery of learning.

EQUIPMENT

Learning delivered and supported across various types of technology (computers, PDA's, wireless, "wired").

DELIVERY VEHICLES

myLearning.com (e.g., self service, personalized, single point of contact, USER centric) for presentment and management of training. Increased emphasis on distributed delivery.

PERFORMANCE MEASURES

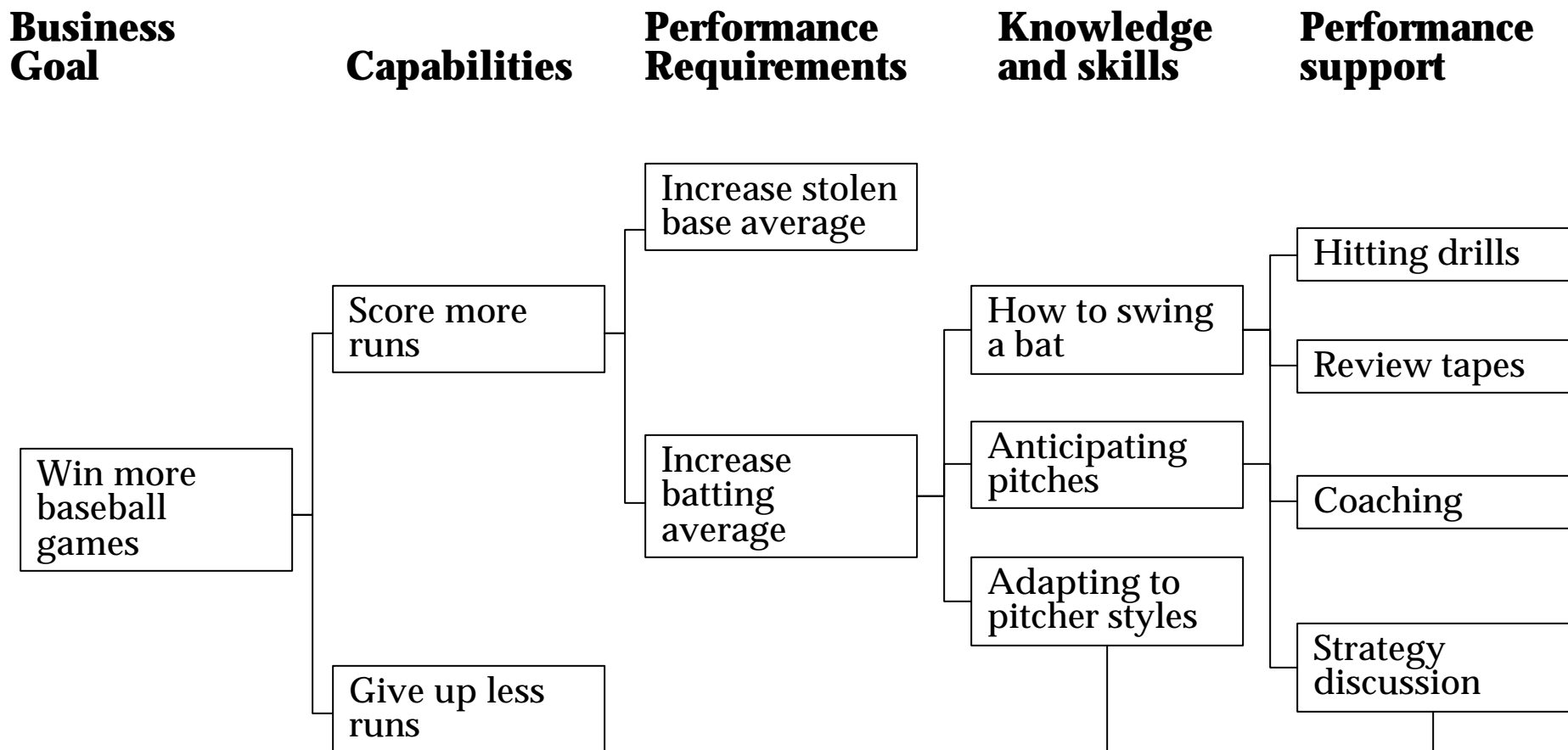
More robust performance reporting at the asset and curriculum levels. Focus on effectiveness and return rather than just satisfaction.

The curriculum is just one piece of an overall performance solution: Needs Assessment can help identify the root causes and solutions

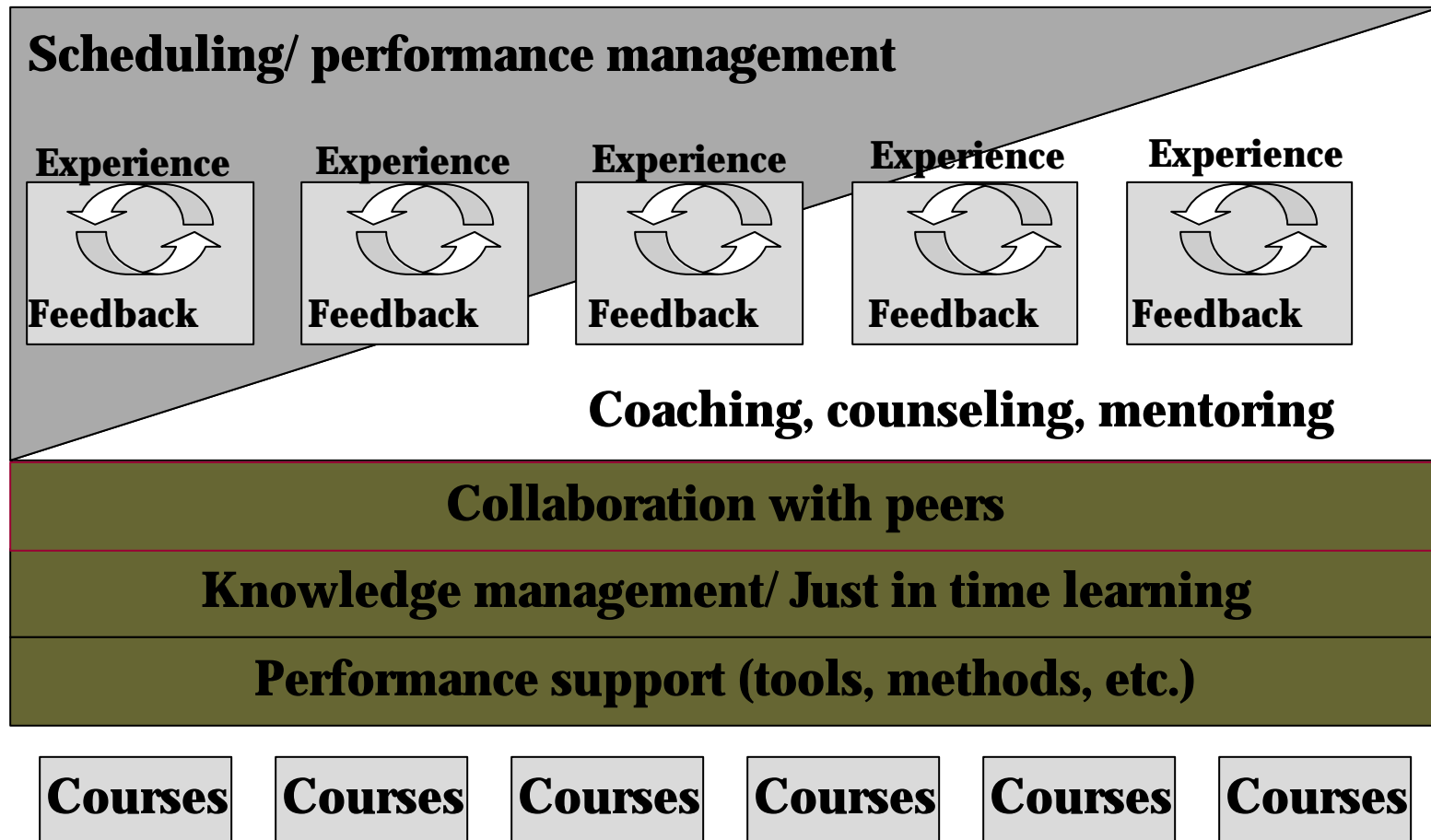
Nature of gap. - Problems understanding. . .	Description	Examples	Gap closure strategy
“When”, “What is”, What are the facts?	Individuals are unsure about the timing, sequencing of tasks or fundamentals of tasks	We always test too late We don’t seem to have buy-in when we are ready I just don’t know the right questions	Process - Strengthen process to highlight key tasks and timings Policies Communication & KM
“Why does”, “How does”	Individuals are unclear about facts and relationships	We always choose the wrong option We have trouble interpreting We don’t know how to	Training – knowledge and skill development to clarify facts and relationships
“Why should I”	Individuals do not see the value in taking certain actions	That’s not what matters... I get rewarded for doing ... We give that a lot of “lip” service	Measurements and Rewards
Volume	Individuals struggle processing the amount of information, tasks or People involved in taking actions or making decisions	We get bogged down in all the data. By the time we get through everything it’s too late	Tools/applications

A performance assessment helps to identify the root causes and necessary solutions.

Baseball Example



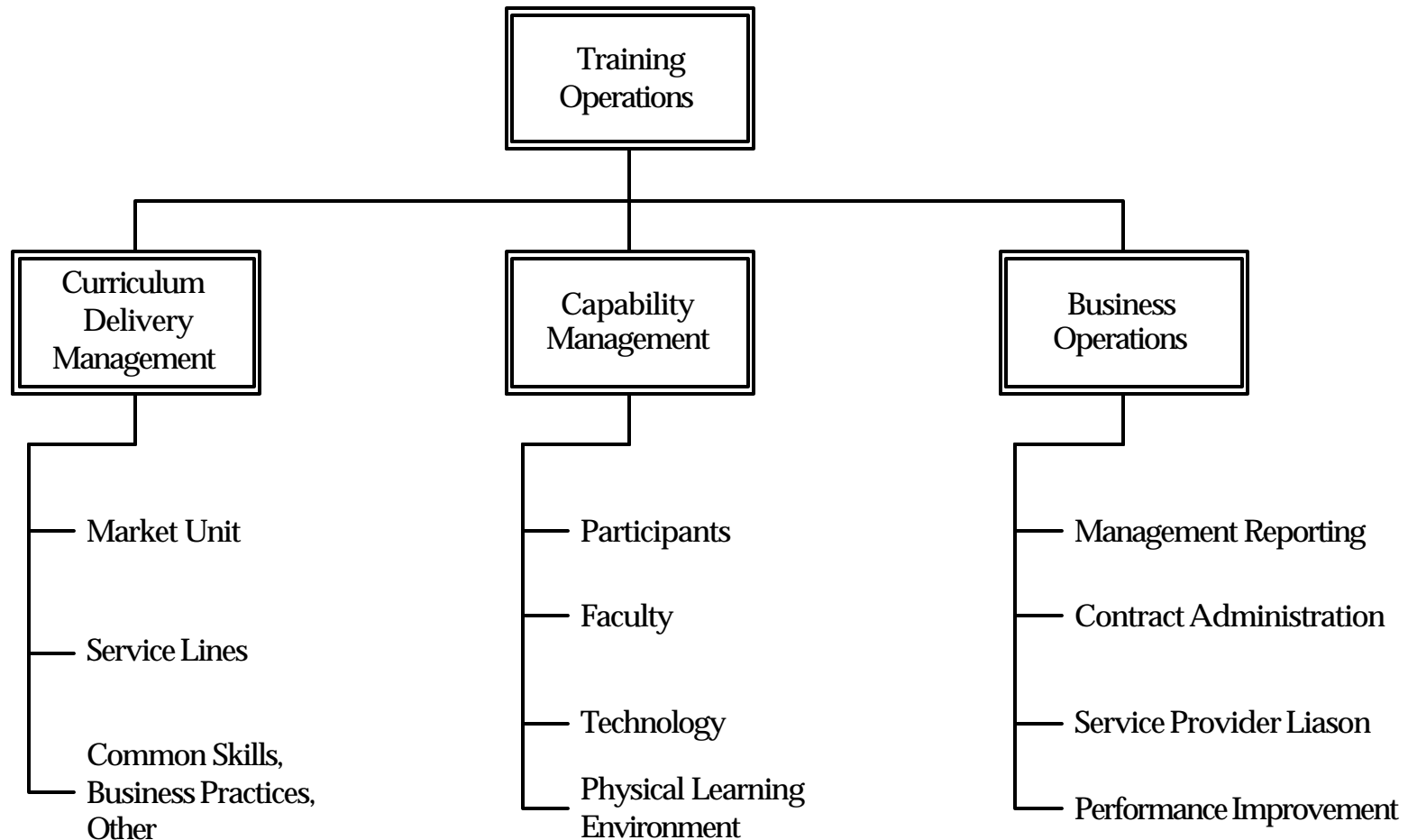
Blended solutions and continuous learning play an important role in building performance



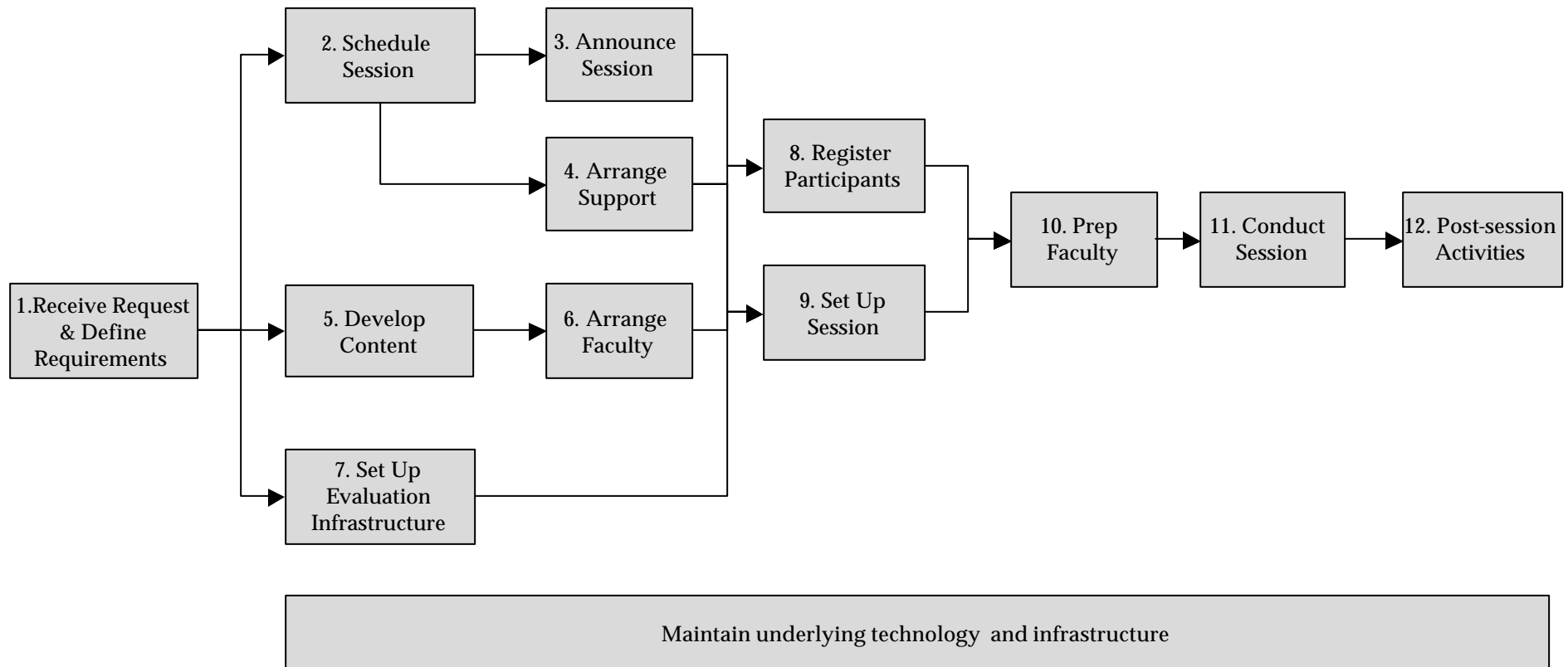
Sourcing and investment decisions should be based on impact

		Strategic			
Public Domain	Skill impact:	Competitive advantage	Skill Impact:	Market making	Organization Proprietary
	Investment:	Moderate	Investment:	Highest	
	Sourcing:	Buy content, partner on development	Sourcing:	Keep in-house	
	Skill impact:	Sustain/ commodity	Skill impact:	Competitive advantage	
	Investment:	Lowest	Investment:	Moderate	
	Sourcing:	Buy off the shelf	Sourcing:	Provide content, partner on development	
		Enabling			

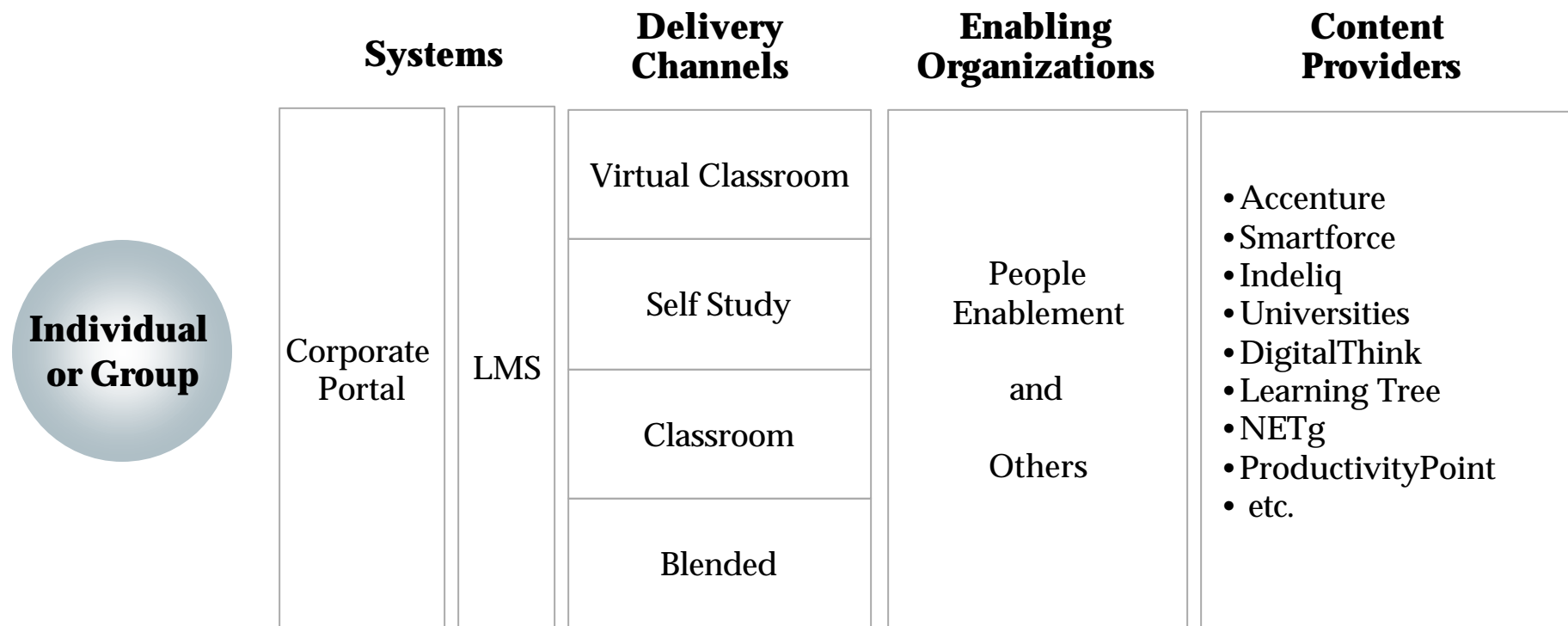
Training Operations Organization




Training Delivery Process



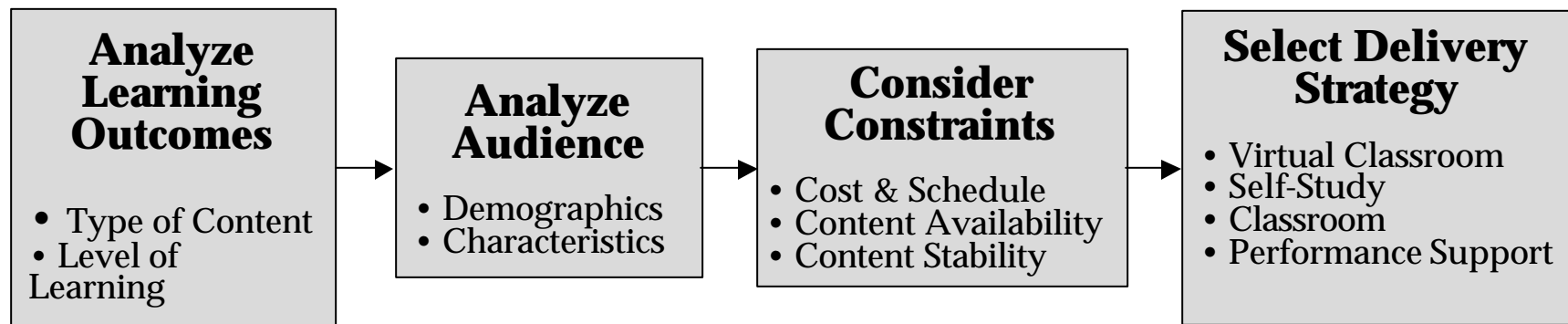
Components of an eLearning Solution



eLearning Delivery Channels

	Key Characteristics
Virtual Classroom	<ul style="list-style-type: none"> ■ Remote students and/or faculty. ■ Synchronous web-based collaboration (same time/different place) ■ Significant interaction possible with design
Self-Study	<ul style="list-style-type: none"> ■ Web-based or traditional CBT ■ Granular content ■ Varying levels of interactivity & media: <p>Overview Tutorial Simulation</p> 
Blended Solution	<ul style="list-style-type: none"> ■ Mix of different delivery strategies (virtual classroom, self-study, classroom) ■ Delivery channels optimized based on type of content ■ Blended programs can be extended over weeks and months
Performance Support	<ul style="list-style-type: none"> ■ Tool intended to support actual job performance; assumes some prior knowledge of deliverable. ■ Provides templates, how-to, examples, and other resources

Selecting Delivery Channels



Knowledge Management (KM) Definition

”KM is “a management philosophy, which combines good practice in purposeful information management with a culture of organizational learning, in order to improve business performance”

Sheila Corrall, Reading University Library, UK

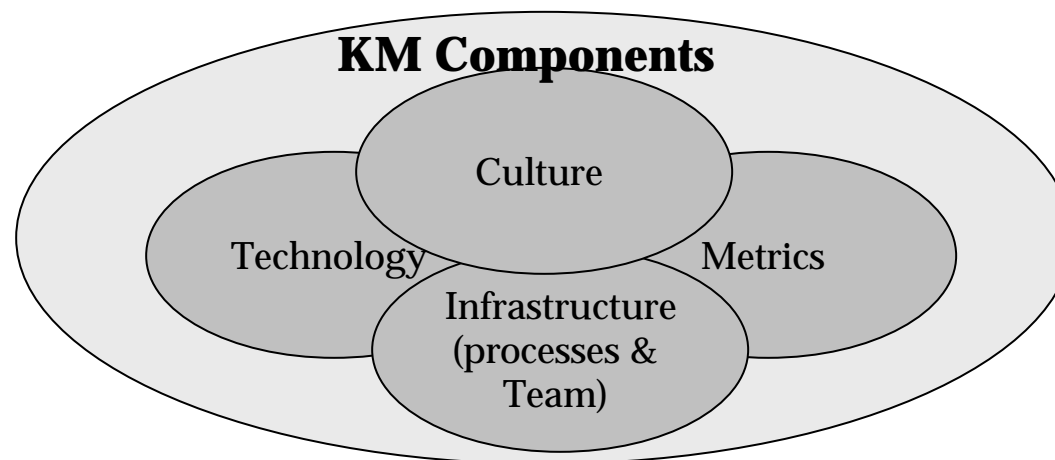
“KM is a conscious strategy of getting the right knowledge to the right people at the right time and helping people share and put information into action in ways that strive to improve organizational performance.”

Carla O'Dell, & C. Jackson Grayson, Jr.

American Productivity and Quality Center

“If you are spending more than 1/3 of your energy on the technology side, you're probably not going to be successful “

Tom Davenport



KM – Ford Case Study

How it started

- “Final Assembly” (Paint and Bumpers) engineers from a Missouri plant visit a German Ford plant
- They did not set out to build a KM
- This was manager vision not manager mandate
- Engineers drink beer

How it continued

- A reciprocal visit by German Engineers to Missouri
- A paper based system to catalogue best practices
- System opened up to all 53 plants
- System put on line

How it involved

- 53 Plants
- 23 Communities (2 marketing)
- 2800 Proven Practices
- 8000 Replications
- 1.3 Billion in projected value (\$899 Million in actual Savings)

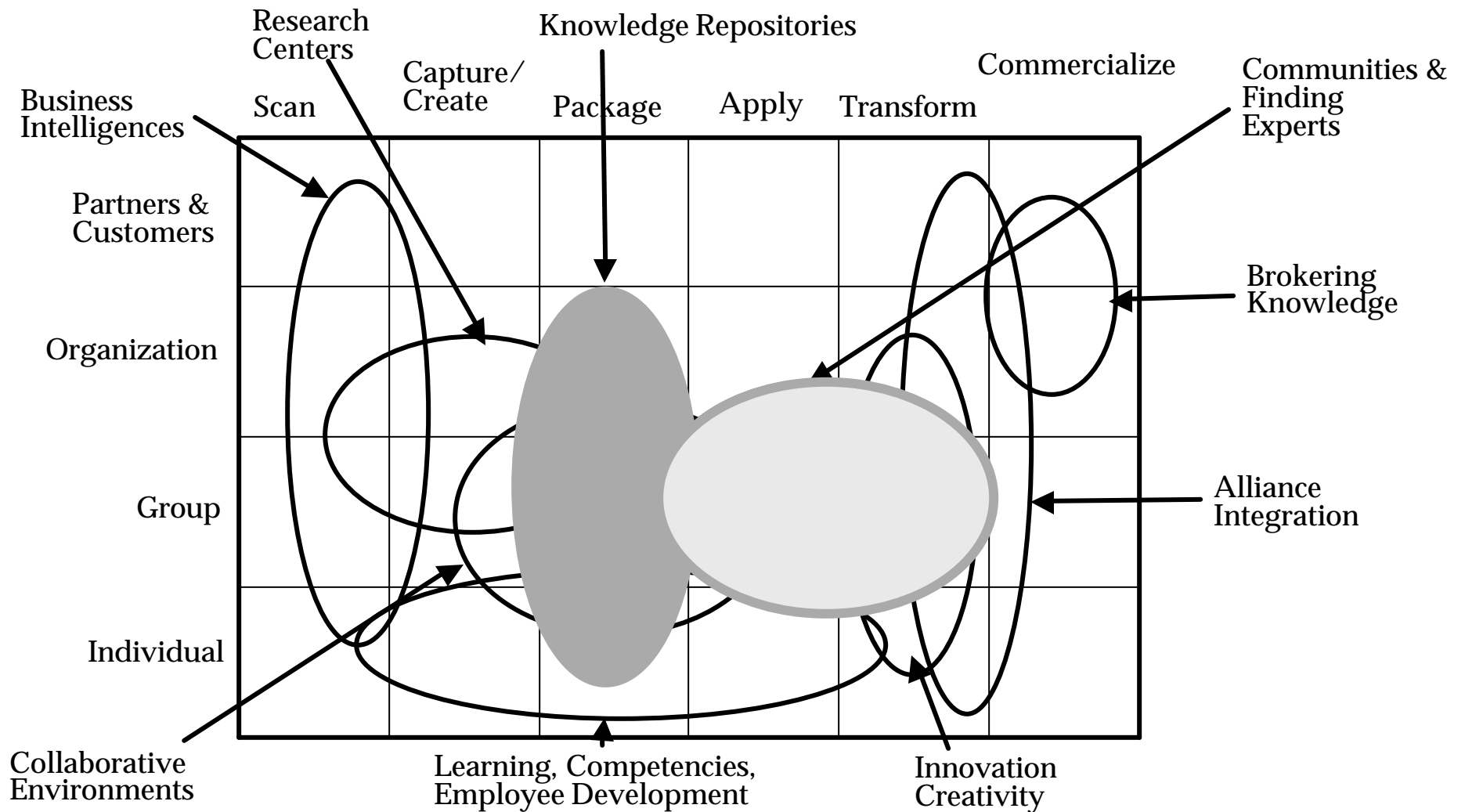
Results

- Licensed system to Nabisco and Texaco

Success Factors

- Nurtured, not mandated
- Focused
- Did not try to be all things to all people
- Only allowed proven practices into system
- Focal points – people with responsibilities
- Measured replication of practices
- Kept technology simple, cheap and usable

Types of KM



Next Steps

- Identify key opportunities
- Modify and apply best practices to SFA University
- Promote culture of performance throughout SFA
- Measure and improve